

MLGMA

<http://www.mlgma.org>

MICHIGAN LOCAL GOVERNMENT MANAGEMENT ASSOCIATION

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Mount Pleasant

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Michigan Municipal League

The Manager

The official newsletter of the Michigan Local Government Management Association

Affiliated with the Michigan Municipal League

March 2003

Strategies for Tough Times

by D. Wayne O'Neal, Eastpointe City
Manager; Chair, 2003 Winter Institute
Planning Committee

The annual Winter Institute was well attended with 233 registrants, including nine first-time attendees. Thanks to the efforts of the Membership Services Committee, a group of students attended a portion of the Institute, enjoying the opportunity to network with managers. The overall theme reflected the state of the economy and the many problems faced by city managers.

The conference began with a gracious welcome from Ypsilanti Mayor Cheryl Farmer who noted some of the challenges facing her community. The keynote general session on Wednesday morning

featured Michael McKinley who gave us a motivational start with his presentation, Moving Forward...Tools for Tomorrow. He gave us tips on how to succeed by looking inside ourselves as leaders, reducing stress, mentoring and delegating, earning the leadership role, becoming a resource to people, implementing change and building a winning team. He had us promise that we would do those things that we need to help us accomplish our goals. Mike helped us in an amusing and interactive dialog that held everyone's attention.

The Wednesday general luncheon saw a presentation by the Managers in Transition Committee and the entire support group for those managers

continued on page 3

Committee Invites You to Crystal Mountain

by Frank L. Walsh, St. Joseph City
Manager; Chair, 2003 Summer Workshop
Planning Committee

On behalf of the Summer Conference Planning Committee, I want to personally invite you to attend the upcoming conference to be held at Crystal Mountain in Thompsonville, from July 22-25. According to Rich Lewis, City Manager of Traverse City, Crystal Mountain is a spectacular place to be the end of July.

At this point, the committee still has a lot of work planning the conference

while trying to tie the professional and family aspect of our daily lives together. The tradition of the summer conference has been to focus on the personal side of our profession. The goal of our committee is to offer a fresh perspective to the ordinary conference schedule. Our 2003 theme might read something like "Holding on to the past...reaching out to the future."

I can assure you the trip to Crystal Mountain will be worth the time and expense. I promise to make sure you

continued on page 4

President's Message

by Kathie Grinzing, Mount Pleasant
Assistant City Manager

As members of MLGMA we have been privileged in many ways. We have been served by some of the best and brightest. We can access up-to-date information and tools to enhance our ability to assist our communities. We have been networked to people who became our mentors, our friends and our confidants. Now is repayment time.

Critical Concerns

Last year MLGMA members worked with three communities concerning the Council-Manager Form of government. Range Riders dealt with two others and we were directly involved in the ballot campaign in Grand Rapids. We know of pending challenges in other communities. MLGMA and ICMA are the only organizations vested in this form and, by implication, its only logical defender.

Secondly, MML data seems to show that the number of communities with employees who are referred to as coordinators, managers, administrators, superintendents or managers is growing. We don't know if these communities are operating under a council-manager form but we do know that the employees have no affiliation with MLGMA or ICMA.

ICMA says that the number of Council-Manager forms is growing substantially. When you add that fact to the inference above it is hard to justify the continuing decline in our membership. We lost 17 memberships over the last year alone.

Without a connection to a professional association a community cannot be assured that a standard of excellence is being met. And, without affiliation to MLGMA, a manager's access to professional

development assistance and collegial support is limited. The fear is that if these folks fail, all of us with similar titles fail in the public's mind.

When we look over attendance at an Institute's opening session, the missing members may not be as obvious as the decreasing diversity in our ranks. The number of women active in the association and the number of managers of color seems to have declined over the last decade. Are we reflecting the changing face of our communities?

While we cannot influence whom council hires, we can look to whom we hire, mentor and introduce to the association. Only we can grow our association and when we consider that our educational affiliates are down to three universities it doesn't look like we are hitting the mark.

Goals and Budget Implications

The 2003 budget reflects changes to address these critical issues through three principle goals. This year we "Turn Up the Volume" as a professional association.

When we look at threats and evaluate the potential white knights, it is obvious that MLGMA must take the lead role in publicly educating the greater community to the value of professionally managed local government.

Two primary expenditures have been approved to support the education effort and a third is waiting at the door. An Executive Board ad-hoc committee has designed a series of Publications and a Website Link to provide timely, easy to understand materials for any community looking into adopting or retaining the Council-Manager form of government in Michigan. MLGMA will again make a \$5000 contribution to the Michigan Civics Institute's to

create a curriculum for elementary and high schools. In addition, we are prepared to provide consultant help to any community needing assistance to retain or adopt the form.

To ensure the health of our association and the professional development of our members we must aggressively promote the profession itself. No organization but MLGMA exists to explain the value of hiring a qualified administrator. Nor, should any other set the standard of what excellence in local government management means. It is up to us to blow our own horn and establish professional management as the norm.

While, our community education efforts will promote the profession in a general sense, we also must be committed to promoting professional excellence. The Board is encouraging Credentialing Days and will look to the committees to find ways to support candidates and make the process as easy and accessible as possible.

By using the results of the knowledge assessment reports as well as conference evaluations training opportunities can be targeted to address the most necessary core content and practice areas.

Finally, we are looking for ways to creatively and aggressively market our training venues. The 2003 budget has eliminated any anticipated profit from the summer workshop to give that planning committee additional latitude to increase attendance. A proposal from the Small Communities Committee was approved to cover the cost of a new manager's first year dues in the association as well their registration to their first Winter Institute.

In looking to our members' individual needs, \$500 has been

continued on page 3

President's Message, *continued*
from page 2

approved to update our Manager in Transition approach and the Board hopes to investigate a chaplainry program

To address many of the challenges issues facing the association we must take concrete action to expand the pool of affiliated, trained, and capable managers. There are too many local government administrative managers struggling without the assistance of MLGMA and too few relationships being formed to recruit the next wave of administrators.

An intensive recruitment campaign is needed. An expenditure line item has been added to the budget to allow for Board, committee and staff members to travel for that purpose if necessary. Concentrating on the attractiveness and draw to our two primary institutes is crucial as well. We have mentioned cutting registration fees and decreasing expectations of summer revenue. Our subcommittees will also be concentrating on innovative marketing techniques, special field trips (e.g. Cabelas), and personal invitations among other things.

Finally, The Board will review the \$3000 expenditure to determine if the Arthur Bromage fellowship is the most appropriate way for MLGMA funds to be used to grow new professionals.

We received several suggestions for action planning and programming after the Friday goals discussion at the Winter Institute. If you have any other ideas, comments or concerns please let me know.

Thank you so much for the opportunity to serve. Please join with us, blow your own horn and that of MLGMA and "**Turn Up the Volume.**"

Winter Conference, *continued from page 1*

needing help while working in a difficult situation and those managers that were unfortunate to be in transition. The group discussed our Range Riders, counseling from MLGMA's own Chip Drotos and some of the history of our transition program. The assembly also heard remarks from ICMA Midwest Regional Vice President Frank Ollendorff.

Wednesday afternoon's general session was Crisis Management - A Case Study. Four city managers facing financial crisis within their communities described the issues they face. Participants broke into working groups to brainstorm possible solutions on specific issues. Paul Preston, city manager of Mount Pleasant did a great job with this most interesting and thought provoking session.

Wednesday evening included a trip to Cabela's sponsored by Plante & Moran, LLC and the Robert W. Baird Company. MLGMA President Renando asked for this trip so that funds might be raised for the organization. I want to thank Bruce Berend and Warren Creamer for helping MLGMA with this fun fundraiser.

Thursday's keynote address approached management from the private sector as Mathew Cullen from General Motors Corporation discussed his company's change in its approach to global marketing in this highly competitive market. Change was necessary to stay competitive and the overall philosophy and focus was changed from one of four different nameplate groupings to one downsized company delivering a single message. This reduced personnel costs and made it possible for them to remain competitive and bring them from last in market share to first. Additional concurrent sessions included Crisis Communications, Credentialing and Taming the Health Care Cost Beast.

We were honored to have Robert O'Neill, ICMA Executive Director speak at our Annual Business Meeting. Jack Patriarch, past ICMA President, past MCMA President, past Michigan Municipal League Executive Director and Range Rider announced his retirement from all official activities. He received a well-deserved standing ovation from the group as well as an award from the ICMA for his many years of dedicated service to the profession.

Thursday afternoon concurrent sessions included Ethics in Tough Times, Economic Development, Diversity and Concealed Weapons at City Hall. A special session on last fall's Grand Rapids Strong Mayor referendum included a discussion of the pros and cons of what happened during this move to change the form of government, and what may occur in the future.

The closing day began with a legislative update from MML's State and Federal Affairs staff. The many difficult decisions facing the new governor and how they impact municipalities were detailed. Girard Miller, President and CEO of ICMA-RC gave a very informative presentation on what is happening to the stock market and the economy. He made some predictions on the future and felt that the stock market, with a balanced portfolio, was the best way to earn the most from your investments.

Newly elected President Kathie Grinzinger held a goal-setting session for the organization and closed the Institute on an up note. We wish her an excellent year!

I want to take this opportunity to thank all of you who helped with this years' program. In addition to the members of the committee, I also want to thank Alan Vanderberg for helping with the ICMA University Pre-Conference Workshop and George Brown for helping with the Wednesday Luncheon.

MLGMA News

Following are the 2003 MLGMA committee appointments.

AWARDS

Bill Richards, Chair
City of Farmington

Scott K. Huebler
City of Whitehall

Marc A. Levis
City of New Baltimore

Dennis W. Stepke
City of North Muskegon

Jennifer L. Tubbs Sims
Watertown Charter Township

COMMUNITY EDUCATION

Michael F. Young, Chair
City of Rockford

George A. Brown
City of Adrian

Frank L. Crosby
City of Tecumseh

James E. Leidlein
City of Harper Woods

Dale L. Martin
City of Linden

Melanie D. Purcell
City of Flint

Shane L. Reeside
City of Grosse Pointe Farms

Dan M. Smith
City of Marquette

Steven B. Stilwell
City of Big Rapids

Cathy L. VanderMeulen
City of Walker

David M. White
City of East Jordan

(COMMUNITY EDUCATION continued)

Michael W. Wood
City of Belding

Chris A. Yonke
City of Fremont

ETHICS

Kurt F. Kimball, Chair
City of Grand Rapids

Roger W. Fraser
City of Ann Arbor

Richard I. Lewis
City of Traverse City

Thomas M. Markus
City of Birmingham

Spencer R. Nebel
City of Sault Ste. Marie

John Szerlag
City of Troy

MANAGERS-IN-TRANSITION

Kristine B. Silver, Chair
City of Potterville

Reid S. Charles
City of Mt. Morris

Ryan D. Cotton
Village of Spring Lake

Bill Nelson
City of Dowagiac

Randolph D. Terronez

Mark Wollenweber
City of St. Clair Shores

MEMBER SERVICES

Paul Brake, Chair
Meridian Township

Yemi A. Akinwale
City of Hartford

(MEMBER SERVICES continued)

Michael Archinal
Geneva Township

Tom Ault
Village of Holly

Grady Holmes
City of Algonac

Amy McEwan
Delta Charter Township

Stanley Pasieka
Village of Beverly Hills

Michelle Reen
City of Battle Creek

Jennifer L. Tubbs Sims
Watertown Charter Township

Vic Vasquez
City of Grand Rapids

Brian Vick
City of Grosse Pointe

Christopher D. Wren
City of Fenton

NOMINATING

Warren Renando, Chair
City of Jackson

Dennis J. Bow
City of Flushing

Steve M. Brock
City of Farmington Hills

Daryl J. Delabbio
Kent County

Michael S. Herman
City of Albion

Patricia A. Killingbeck
City of Augres

Spencer R. Nebel
City of Sault Ste. Marie

TOWNSHIP MANAGERS

Please note for your calendars that the MLGMA Winter Institutes in 2004 and 2005 will take place on the same dates as MTA's annual conference.

Summer Workshop, *continued from page 1*

will receive practical sessions that apply to all members of MGLMA, whether you are the manager of Newberry, Plainwell, Monroe or Grand Rapids. The committee plans to make the sessions a testimony of the quality of managers we have in our state association. Our sessions will focus on what works in Jackson and Birmingham rather than a professional

speaker from Long Island. Like I said we are going to feature the quality of our own rather than the normal stuff from the speakers bureau.

More details will follow in the next edition of *The Manager*. I truly hope you will consider the trip to Crystal Mountain. Please feel free to send me any ideas regarding the conference to walsh@sjcity.com

(NOMINATING continued)

Karl S. Tomion
City of Midland

Richard A. Watkins
Delta Township

PROFESSIONAL DEVELOPMENT

Randy D. Altimus, Chair
City of Eastpointe

Peter Auger
City of Davison

Ray Anderson
City of Norway

Todd J. Campbell
City of Greenville

Michael J. Czymbor
City of Milan

Darnell Earley
City of Flint

Dale L. Kerbyson
City of Marlette

Kevin K. Kilby
City of Clio

Brian M. Kischnick
Tittabawassee Township

Timothy R. Klunder
City of Zeeland

Lynn H. Markland
City of Durand

Michael D. Mitchell
City of Jonesville

Paul Preston
City of Mt. Pleasant

José Reyna
City of Grand Rapids

Alan Vanderberg
Kent County

PUBLIC POLICY

Eric DeLong, Chair
City of Grand Rapids

Alex Allie
City of Huntington Woods

Tom Barwin
City of Ferndale

Bob Hamilton
City of Monroe

Brian Horst
City of Gladstone

Henry Jenkins
City of Jackson

(PUBLIC POLICY continued)

Deborah Kimball
City of Saginaw

Jerry Richards
City of Meridian

Bill Ross
City of Auburn Hills

Pete Stalker
City of Cadillac

SMALL COMMITTEES

Patricia Killingbeck, Chair
City of Augres

Aaron Anthony
City of Bridgman

Mitchell D. Deisch
City of Manistee

Ken A. Hibl
City of Clare

David M. Pasquale
City of Lowell

Steven R. Patrick
City of Coopersville

Amy L. Planck
City of Imlay City

Steven L. Secor
City of Evart

Dennis W. Stark
City of Litchfield

Russell P. Taylor
Thomas Township

JoAnn VanTassel
City of Lake Orion

Chris D. Wilson
City of Edmore

James A. Wonacott
Village of Blissfield

Paul Zelenak
Village of Ortonville

2004 SUMMER WORKSHOP

Jeffrey L. Mueller, Chair
City of Lathrup Village

Pasquale DiGiovanni
City of Kalamazoo

Gordon L. Gallagher
City of Saugatuck

Cheri M. Lutz
City of Wayland

Michael R. Overton
City of Grosse Pointe

(2004 SUMMER WORKSHOP continued)

Robert L. Peterson
City of Elk Rapids

José Reyna
City of Grand Rapids

Aeric G. Ripley
City of Alma

John Shay
City of Ludington

Lyle W. Smith
City of Norton Shores

Barbara VanDuren
City of Wyoming

2004 WINTER INSTITUTE

Brian Murphy, Chair
Village of Beverly Hills

Brent W. Bury
City of Pinconning

Frederick W. Geuder
City of Harbor Springs

Charles B. Graham
City of Frankenmuth

Tori D. Kelly
City of Standish

Edward B. Koryzno
City of Ypsilanti

Pauline F. Luben
City of Hudsonville

Patrick J. McGinnis
City of West Branch

David M. Murphy
Village of Caro

Clay J. Pearson
City of Novi

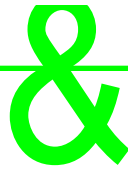
Jakki S. Sidge
Village of Goodrich

William R. Stewart
City of Coldwater

DEADLINE

MLGMA members are encouraged to submit articles for publication in *The Manager*. Please submit all copy for the June 2003 issue to the editor, Sue Lee, [leeford598@aol.com] by Monday, May 5, 2003.

Back page news



Calendar

Regional Managers Groups

BORDER BANDITS

Hillsdale/Branch/Calhoun Counties. *Contact:* Maurice Evans, CM, Marshall.

GENESEE COUNTY

Genesee County—meetings held first Thursday of the month. *Contact:* Michael Senyko, CM, Fenton.

LAKE AREA

Macomb County, parts of St. Clair County and the Grosse Pointe area—lunch meetings held 3rd Thursday, every other month. *Contact:* Brian Vick, AA, Grosse Pointe.

MIDDLE OF THE MITTEN

Lansing metro area—meetings held 1st Thursday of the month. *Contact:* Theodore J. Staton, CM, East Lansing.

MID-MICHIGAN CITY/COUNTY

Upper Central Lower Peninsula. *Contact:* Ken Hibl, CM, Clare.

NORTHERN MICHIGAN L.P.

Meetings held 4th Thursday of the month. *Contact:* George Korthauer, CM, Petoskey.

OAKLAND COUNTY

Meetings held 1st Wednesday of the month, excluding July and August. *Contact:* William Ross, CM, Auburn Hills.

SAGINAW COUNTY

Saginaw County—meetings held last Friday of the month. *Contact:* Ron Lee, Saginaw Township Manager.

SOUTHEAST MICHIGAN

Wayne/Washtenaw/Lenawee/Monroe Counties—meetings held 3rd Wednesday of the month. *Contact:* George Brown, CM, Adrian.

SOUTHWEST MICHIGAN

Berrien/Kalamazoo/St. Joseph/Cass/Van Buren Counties—meetings held 3rd Wednesday of the month. *Contact:* Frank Walsh, CM, St. Joseph.

THUMB NUTS

Thumb area—meetings held three times each year. *Contact:* Charlie Graham, CM, Frankenmuth.

U.P.

Meetings held twice each year. *Contact:* Spencer Nebel, CM, Sault Ste. Marie.

WEST MICHIGAN

Kent/Muskegon/Ottawa Counties; Ludington/Portland areas—lunch meetings held in Grand Rapids, 3rd Wednesday of each month, except July and August. *Contact:* Mark C. Meyers, ACA, Norton Shores.

Calendar

2003

March

26 MML Legislative Conference
Lansing

July

22- MLGMA Summer Workshop
25 Crystal Mountain

September

17- MML Convention
19 Detroit
21- ICMA National Conference
24 Charlotte, NC

2004

January

27- MLGMA Winter Conference
30 Frankenmuth

An open letter to Jack Patriarche

Dear Jack, Senior Range Rider,

Upon hearing you announce at the Winter Institute that effective April 1, 2003 you were going to turn old Dobbin out to pasture and hang up your saddle, I couldn't help but think of the tremendous service you have given to our profession.

Because of your depth of knowledge in all facets of public administration and your willingness to help by being available to all members of the profession, you have been a true mentor to all, young and old.

You lived the ICMA Code of Ethics as a person of impeccable character, integrity, and conduct - an exemplary role model.

Always a champion of the Council Manager form of government, you served as a skilled facilitator in guiding both elected officials and appointed personnel in the resolution of potential areas of possible misunderstanding and conflict.

The fact that I am not alone in recognizing your service is attested to by your election to President of both the state association and ICMA, and your award of both the Distinguished Service Award and the L.P. Cookingham Award.

While you may have tendered your resignation as a Range Rider, you have just earned a new title, Distinguished Range Rider

Emeritus, and we will call you for advice on the difficult problems.

Sincerely,

Bob Kenning
Junior Range Rider

P.S. (1) The above letter means that if any retired Manager living in the west half of the Lower Peninsula is available to become a Range Rider serving that area, he or she should call MLGMA President, Kathie Grinzinger at (989) 779-5300 and throw their hat in the ring.

(2) Until Jack's replacement is named, call either me, Bob Kenning, at (248) 642-6161, or Kathie Grinzinger and we shall try to be of assistance.